



LOCAL GOVERNMENT PARTNERSHIP PROGRAM

2000 WORK PLAN

LINC: LGPP's Integration of Needs and Consultants

*Linking Gminas With Needs To
Consultants With Skills*

Submitted to:
U.S. Agency for International Development

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Executive Summary

Executive Summary

As the Local Government Partnership Program (LGPP) transitions into the second half of the project, we are pleased to present the LGPP 2000 Work Plan

This Work Plan formally describes the work to be performed for the period of time from January 1, 2000 through December 31, 2000. The actual planning and implementation of work of any project often does not perfectly align itself with the calendar, however. So it is with LGPP.

In anticipation of some of the adjustments forecast in this Work Plan document, LGPP is undertaking some changes of emphasis in its approach and activities during the last quarter of 1999. In addition, while the Work Plan describes activities for 2000, it is really a Work Plan for the balance of the life of this project.

Before describing the specific activities that comprise LGPP 2000, it is necessary to compare and contrast the past year with the projected direction of the next year.

During 1999, LGPP focused its efforts on four areas in the following order of priority:

1. Technical assistance to partner gminas per Gmina Agreements
2. Training of gmina officials
3. Dissemination of Information and Materials (Workshops, Conferences, Publications)
4. Training of Consultants and Subcontractors

In the next year (or, more accurately, in the next 15 months), LGPP 2000's emphasis will reflect these priorities:

1. Capacity-building of consultants (through certification training of consultants and through enhancement of work opportunities under cost-sharing agreements with gminas)
2. Rapid assessment of need and capacity of, and targeted technical assistance to, new partner gminas
3. Dissemination of Information and Materials (Workshops, Conferences, Publications)
4. Completion of technical assistance to partner gminas per Gmina Agreements

As the above ordering makes clear, our plan is to increasingly shift our emphasis:

- From partner gminas to new partner gminas
- From labor-intensive, complex and expensive project technical assistance in individual partner gminas to rapid assessment of need and capacity of associations (formal and informal) of non-partner gminas and delivery of targeted, less complex, less expensive technical assistance that can meet the needs of gminas and utilize the present and near-term skill level of the consultant market

- From primary emphasis of “on-the-job training” of consultants working on partner gmina projects to expanded training through a formal certification program and through encouragement of increased opportunities for consultants to utilize their training in gminas (through LGPP cost-sharing the consultants’ contracted fees with gminas)

In 1999, LGPP’s emphasis was primarily on meeting the expectations of partner gminas as contained in the Gmina Agreements and to develop and test the models of best practice for initial dissemination to Polish local governments. During that period, LGPP could afford to have its program specialists act if they were creative sole practitioners or artisans performing highly specialized customized work.

To do what needs to be done now, and to do it well, requires LGPP to modify its approach to delivery of services to gminas and consultants. LGPP must shift its program specialists from craftwork to more of a production approach to service delivery to a broader range of gminas and consultants.

The above adjustments will allow us to build on the past efforts that have been successful. Moreover, they will permit LGPP to go beyond continuing into 2000 simply “doing more of the same”. Rather, the LGPP 2000 approach is designed to focus more sharply on the post-March 2001 period of local government management and consultant relationships and pave the way for their effective development and maturation by:

- Rapidly assessing need and capacity and directing assistance and training to many more gminas and consultants;
- Comprehensively training many more consultants to assist in meeting gminas’ needs; and
- Effectively and efficiently “linking gminas with needs” to “consultants with skills.”

Ultimately, our LGPP 2000 program is dictated by the needs of the following groupings of constituencies:

1. Consultants and/or prospective consultants
2. Gminas (whether individually, in groups, partners, new partners, cost-sharing, hot-line callers)
3. Recipients of education and training and information during the life of LGPP
4. Recipients of education and training and information after LGPP concludes
5. Citizens and citizen organizations located in partner and new partner gminas

The substance and format of this Work Plan is designed to demonstrate LGPP’s commitment, not just to offering assistance, but also to providing lasting assistance in direct relation to the needs of our constituents.

We look forward to 2000 and the tenth anniversary of democratic local self-government in Poland. We eagerly anticipate that the projected accomplishments contained in the LGPP 2000 Work Plan will assist in the establishment of a firm foundation for the celebration of Polish local government’s twentieth anniversary in 2010.

SECTION I

CAPACITY BUILDING OF CONSULTANTS PROGRAM

SECTION 1

CAPACITY BUILDING OF CONSULTANTS PROGRAM

A. PROGRAM OVERVIEW

A.1 Content of the Program

The LGPP Capacity Building of Consultants Program has four components:

1. The LGPP Financial Management Consultants Certification Program
2. The LGPP-Local Government Cost-Sharing of Certified Consultant Services Program
3. The LGPP Consultant Business Development Training Program
4. The LGPP Assistance Hot-Line for Consultants Program

A.2 Administration of the Program

1. The Director of Training is responsible for the coordination of the Financial Management Certification Program.

The Director calls upon the skills, knowledge, and abilities of LGPP Program Coordination staff in the development and implementation of the Program.

2. The Director of Program Coordination is responsible for the coordination of the LGPP-Local Government Cost-Sharing of Certified Consultant Services Program.

The Director calls upon the skills, knowledge, and abilities of LGPP Contract Management in the administration of the Program.

3. The Director of Training is responsible for the LGPP Consultant Business Development Training Program.
4. The Director of Program Coordination is responsible for the LGPP Assistance Hot-Line for Consultants Program.

A.3 Summary of Program and Timetable

<u>Program</u>	<u>Level of Effort</u>	<u>Outcomes</u>	<u>Timetable</u>
Certification	189 Staff Days	75 graduates	1/00 – 1/01
Cost Sharing	1044 Staff Days	150 contracts	1/00 – 1/01
Consultant Training	20 Staff Days	3 workshops	1/00 – 1/01
Hot-Line	70 Staff Days	various	1/00 – 1/01
TOTAL	1323 Staff Days		

B. FINANCIAL MANAGEMENT CONSULTANTS CERTIFICATION

B.1 Purpose of the Program

LGPP seeks to expand the pool of consultants with which gminas may contract, now and in the long term, for expert technical services in the area of financial management. To increase the likelihood of high quality in such an expanded pool, LGPP offers a certification program. Certification links with the LGPP Cost-Sharing of Certified Consultant Services Program in that only certified consultants are eligible to have LGPP share the cost of their services with local governments. In addition, the Program ensures training in LGPP-developed financial management tools for use in the post-LGPP consultant market.

B.2 Components of the Program

The Financial Management Consultant Certification Program consists of a series of compulsory workshops for two tracks, a series of elective events, opportunities for practical gmina experiences, and a final certification exam.

There are two specializations offered: a Gmina Track and an Enterprise track. The Gmina Track includes provision of consulting services to gminas in the areas of task-based budgeting, capital improvement planning, and creditworthiness. The Enterprise Track includes enterprise accounting, restructuring assessments, and infrastructure financing for those consultants who want to assist gminas in accessing private investment and service delivery and in restructuring the enterprise.

B.3 Mechanics of the Program

The certification program starts in March, 2000. The program concludes with an exam in May. A schedule of workshop events is provided to participants upon registration.

The workshop requirements and the certification exam entail a commitment of approximately 15-20 days for inexperienced consultants (depending on the selected track and elective events) and approximately 4-8 days for experienced consultants.

The Director of Program Coordination assigns LGPP staff to work with the Director of Training in the implementation of the Program.

B.4 Inputs to the Program

Total Level of Effort			189 Days Total
a. Regional Coordination Staff	1. Training	100 Days	100 Days Total
b. Program Coordination Staff	1.Task-Based Budgeting	15 Days	69 Days Total
	2. Capital Investment Planning	19 Days	
	3. Municipal Services	10 Days	
	4. Infrastructure Finance	25 Days	
c. Deputy Chief of Party	1. Contract Management	20 Days	20 Days Total

B.5 Outputs of the Program

Based on the results of the pilot program in 1999, it is expected that approximately 160 prospective consultants will be enrolled in the 2000 Program and that approximately 100 consultants will be certified.

B.6 Measures and Targets of the Program

Measure:

More than one contract issued by gminas to a consulting firm offering new products from LGPP to perform consulting services or training on a full basis or on a cost share basis with LGPP, and

Subcontractor/consultant graduation from LGPP, defined as LGPP staff opinion that the graduate has the capacity to market and deliver services without reliance upon LGPP.

Target 9b:

The enhancement of the capacity of five or more consulting firms in financial management, infrastructure, municipal services that are awarded contracts without reliance on LGPP.

C. LOCAL GOVERNMENT COST-SHARING FOR CERTIFIED CONSULTANTS SERVICES

C.1 Purpose of the Program

A significant part of the LGPP mission is to help establish a larger number of qualified local government consultants. By providing local governments with incentives, in the form of sharing the costs of consultant services, to contract with LGPP certified consultants, the number of such consultants with actual consultant experience is expected to increase. Over time, the larger number of consultants ensures a competitive market that provides quality services at reasonable, competitive prices for local governments.

C.2 Components of the Program

The LGPP share of the consultant cost to the gmina is paid directly to the LGPP-certified consultant. The amount paid depends upon the population of the local government to which services are provided, the kind of services provided, and the cost of the consulting services, not to exceed certain established standards.

C.3 Mechanics of the Program

When contacted by new partner gminas with a request for financial technical assistance, LGPP provides the requesting gmina with the rules concerning eligibility for the Program, a list of LGPP certified consultants, and a description of the financial management tools available.

LGPP, in a letter that accompanies the above list of consultants, advises the gmina that if it selects one of the consultants on the list, LGPP shares the cost of the consultant contract by paying a percentage of the fee directly to the consultant not to exceed a maximum amount.

The requesting gmina submits to LGPP a copy of the proposed contract between the gmina and the consultant. LGPP acknowledges receipt of the proposed contract and sends written confirmation that it will cover the portion of the consultant's costs up to a maximum grant depending on the size of the gmina and whether the gmina is a part of a group of gminas seeking assistance. LGPP reserves the right to review the work completed as well as the gminas' satisfaction with the work performed prior to issuing its remittance upon receipt of the consultant's invoice.

The Deputy Chief of Party assigns LGPP Contract Management to work with Director of Program Coordination on the following responsibilities:

1. To receive all requests from gminas for cost-sharing assistance.
2. To send information to gminas about the Program.
3. To receive from consultants all contracts requested for cost sharing.
4. To assign, at the direction of the Director of Program Coordination, the monitoring and project management of such contracts to the LGPP Program Coordination Staff.

C.4 Inputs to the Program

Total Level of Effort			1044 Days Total
a. Regional Coordination Staff	1. Regional Offices	300 Days	300 Days Total
b. Program Coordination Staff	1.Task-Based Budgeting	220 Days	724 Days Total
	2. Capital Investment Planning	220 Days	
	3. Municipal Services	153 Days	
	4. Infrastructure Finance	131 Days	
c. Deputy Chief of Party	1. Contract Management	20 Days	20 Days Total

C.5 Outputs of the Program

Based upon the expressed demand of gminas during 1999, it is expected approximately 50 gminas will participate in the Program.

C.6 Measures and Targets of the Program

Measure:

More than one contract issued by gminas to a consulting firm offering new products from LGPP to perform consulting services or training on a full basis or on a cost share basis with LGPP, and
Subcontractor/consultant graduation from LGPP defined as LGPP staff opinion that the graduate has the capacity to market and deliver services without reliance upon LGPP.

Target 9b:

The enhancement of the capacity of five or more consulting firms in financial management, infrastructure, municipal services and two in other sectors to perform consulting services and awarded contracts without reliance upon contracts upon LGPP.

D. CONSULTANT BUSINESS DEVELOPMENT TRAINING

D.1 Purpose of the Program

Having trained and certified consultants, and provided business opportunities for consultants to obtain actual, gmina-relevant experience by subsidizing the cost of their services, LGPP seeks to increase the likelihood that more consultants are able to develop and maintain viable, sustainable consulting businesses.

D.2 Components of the Program

Workshops are offered to consultants and prospective consultants on “how to be a consultant”, including how to sell their services, how to manage their resources effectively, how to maintain business records, and to maintain good client relationships.

D.3 Mechanics of the Program

Three workshops are scheduled for the calendar year 2000. Graduates and enrollees in the LGPP Financial Management Consultant Certification Program are encouraged to participate. Others may be considered with the limitations of the space available.

D.4 Inputs to the Program

<u>Total Level of Effort</u>			<u>20 Days Total</u>
a. Regional Coordination Staff	1. Training	20 Days	20 Days Total

D.5 Outputs of the Program

Training of up to 100 consultants or prospective consultants in the development and management of a consulting business is the anticipated result of the Program.

D.6 Measures and Targets of the Program

None.

E. ASSISTANCE HOT-LINE FOR CONSULTANTS

E.1 Purpose of the Program

As the number of consultants increase, LGPP project managers have increasingly less time to devote to in-person, direct assistance to consultants in gminas. In addition, one purpose of the cost-sharing program is to reduce the time each LGPP project manager devotes to a single consultant. Nevertheless, LGPP recognizes the need to establish a means by which consultants can receive some limited assistance or guidance from project managers, particularly related to LGPP-developed tools, software, and practices.

E.2 Components of the Program

Consultants are advised that LGPP Program Coordination staff make a limited amount of time available to answer questions, provide direction, and otherwise intercede as necessary to advance the accomplishment of the objectives of the assistance provided to the local government. Both consultants directly contracted by LGPP, as well as those contracted by the gmina under the cost-sharing program, are eligible to access the hot-line assistance.

E.3 Mechanics of the Program

Consultants are able to access LGPP Program Coordination staff expertise by use of the telephone, fax, and/or e-mail. In some limited cases in which the investment of a small amount of staff time may be able to significantly advance the efforts of either gmina, consultant, or both, staff may meet in-person with either the gmina, the consultant, or both to assist on an “emergency” basis.

E.4 Inputs to the Program

Total Level of Effort			70 Days Total
a. Program Coordination Staff	1.Task-Based Budgeting	20 Days	70 Days Total
	2. Capital Investment Planning	20 Days	
	3. Municipal Services	15 Days	
	4. Infrastructure Finance	15 Days	

E.5 Outputs of the Program

It is expected that the ability to access LGPP staff assistance will increase the effectiveness of LGPP certified consultants and thereby increase the satisfaction of gminas utilizing the services of the consultants. A smoother functioning of the gmina-consultant relationship during this transition in the development of the market is the anticipated result.

E.6 Measures and Targets of the Program

Measure:

More than one contract issued by gminas to a consulting firm offering new products from LGPP to perform consulting services or training on a full basis or on a cost share basis with LGPP, and
Subcontractor/consultant graduation from LGPP, defined as LGPP staff opinion that the graduate has the capacity to market and deliver services without reliance upon LGPP.

Target 9b:

The enhancement of the capacity of five or more consulting firms in financial management, infrastructure, municipal services that are awarded contracts without reliance upon LGPP.

SECTION II

REVIEW, ASSESSMENT, PLANNING, IMPLEMENTATION &
DEVELOPMENT (RAPID) ASSISTANCE PROGRAM

SECTION II

REVIEW, ASSESSMENT, PLANNING, IMPLEMENTATION & DEVELOPMENT (RAPID) ASSISTANCE PROGRAM

A. PROGRAM OVERVIEW

A.1 Content of the Program

There are seven components to the LGPP RAPID Program of Assistance to local governments:

1. The LGPP Introductory Assistance Program for New Partner Gminas
2. The LGPP 1999 Partner Gmina Agreement Program
3. The LGPP Advanced Assistance Program for Individual Gminas
4. The LGPP Advanced Assistance Program for Associated Gminas
5. The LGPP Intergovernmental Cooperation Program
6. The LGPP Assistance Hot-Line for Local Governments
7. The LGPP Leadership 2000 Management Training Program for Local Government Officials and Employees

A.2 Administration of the Program

1. The Director of Regional Coordination is responsible for the LGPP 2000 Introductory Assistance Program for New Partner Gminas.

The Director calls upon the skills, knowledge, and abilities of Program Development Staff, as needed, to assist in the conduct of needs assessments and workshops in the development of critical issues, SWOT analyses, goals, objectives, strategies, and action plans.

2. The Director of Program Coordination, the Director of Regional Coordination, and the Director of Program Development are separately responsible for portions of the LGPP 1999 Partner Gmina Agreement Program.
3. The Director of Program Coordination, the Director of Regional Coordination, and the Director of Program Development are separately responsible for portions of the LGPP 2000 Advanced Assistance Program for Individual Gminas.
4. The Director of Program Coordination and the Director of Program Development are separately responsible for portions of the LGPP 2000 Advanced Assistance Program for Associated Gminas.
5. The Director of Program Development is responsible for the LGPP 2000 Intergovernmental Cooperation Program.

The Director calls upon the skills, knowledge, and abilities of the LGPP Regional Coordination Staff and the LGPP Training Staff to assist in the design and development of the Program.

6. The Director of Program Coordination is responsible for the LGPP 2000 Assistance Hot-Line for Local Governments.
7. The Director of Program Development is responsible for the coordination of the LGPP Leadership 2000 Management Training Program for Local Government Officials and Employees.

The Director calls upon the skills, knowledge, and abilities of LGPP Program Coordination Staff in the areas of Project Management and the Contracting Out of Delivery of Public Services to the Private Sector to assist in the implementation of the Program.

The Director calls upon the skills, knowledge, and abilities of the LGPP Regional Coordination, including the Training and Public Participation Staff to assist in the implementation of the Program.

A.3 Summary of Program and Timetable

<u>Program</u>	<u>Workload</u>	<u>Outcomes</u>	<u>Timetable</u>
Introductory Assistance	450 Days	90 Gminas	1/00 – 3/01
1999 Gmina Agreements	741 Days	41 Gminas	1/00 – 3/01
Advanced Assistance - Individual	1203 Days	36 Gminas	1/00 – 3/01
Advanced Assistance - Associated	891 Days	97 Gminas	1/00 – 3/01
Intergovernmental Cooperation	200 Days	20 Gminas	1/00 – 3/01
Assistance Hot-Line for Gminas	70 Days	various	1/00 – 3/01
Leadership 2000 Mgmt. Training	697 Days	60 Gminas/400 officials trained	1/00 – 3/01
TOTAL	4252 Days	344 Gminas	

B. INTRODUCTORY ASSISTANCE PROGRAM FOR NEW PARTNER GMINAS

B.1 Purpose of the Program

If LGPP 1999 was characterized by project experimentation, LGPP 2000 will be recognized for project implementation. The anticipated accomplishments of success indicators (Intermediate Results) for the 2000 call for, in most cases, more than doubling the number of gminas assisted in 1999.

In particular, expectations are high for results in the areas of citizen participation and strategy development.

To meet those expectations it is necessary to work quicker and smarter. One way of doing that is to provide less customized, individualized gmina assistance and more assistance to groups of associated gminas on issues of common concern.

Another way is to ensure that assisted local governments demonstrate commitment to citizen participation and strategy development as pre-conditions to further assistance by LGPP.

B.2 Components of the Program

As pre-conditions to further assistance, LGPP requires that a gmina participate in a LGPP-conducted gmina needs assessment. In addition, the gmina agrees to appoint a citizen advisory group that participates, along with gmina officials and employees, in LGPP-conducted strategy development and action plan workshops. The workshops are designed to identify critical issues, perform SWOT analyses, and develop goals, objectives, and an action plan for the local government. All of the above assists LGPP in preparing proposed scopes of work to the participating gminas for advanced assistance in specific, relevant areas of identified concern.

B.3 Mechanics of the Program

Gminas participate in the needs assessments, in the appointment of the citizen advisory committees, and in the workshops. Upon adoption of the action plan, LGPP proposes advanced assistance to assist in the implementation of the plans.

The Director of Regional Coordination assigns, as needed, LGPP public participation and regional office staff to assist in the conduct of needs assessments and workshops in the development of critical issues, SWOT analyses, goals, objectives, strategies, and action plans.

The Director of Program Development assigns, as needed, LGPP strategic management staff to assist in the conduct of needs assessments and workshops in the development of critical issues, SWOT analyses, goals, objectives, strategies, and action plans.

B.4 Inputs to the Program

Total Level of Effort			450 Days Total
a. Regional Coordination Staff	1. Regional offices	366 Days	366 Days Total
b. Program Development Staff	1. Strategic Management	84 Days	84 Days Total

B.5 Outputs of the Program

Staff will conduct at least one Introductory Assistance Program in each of LGPP's three regions during the first six months of the year. With, on average, 5 gminas participating in each Program, approximately 90 gminas will complete needs assessments, develop strategies, and prepare action plans.

B.6 Measures and Targets of the Program

Measure:

Gmina's understanding of the importance of, and their capacity to institutionalize, citizen, NGO, and business community participation in key gmina decisions is evidenced by the establishment and utilization of methods of involving citizens not established and utilized prior to LGPP.

Target 2b:

The capacity of 33 partner gminas and not less than 100 non-partner gminas to institutionalize the participation of citizens, NGOs, and private businesses in key decisions is enhanced.

Measure:

Gminas' capacity to institutionalize community participation in key gmina decisions is evidenced by independent accounts of citizens, NGOs and/or business community participants, and/or media reports, that citizen participation has affected decisions as part of specific gmina planning processes.

Target 3b:

The capacity of 33 partner gminas and not less than 50 non-partner gminas to institutionalize community participation is enhanced.

Measure:

Gmina capacity to improve service delivery is evidenced by the adoption of planning processes in one or more of the key local government sectors.

Target 4b:

The capacity of 33 partner gminas and 140 non-partner gminas to improve service delivery is enhanced.

C. 1999 PARTNER GMINA AGREEMENTS PROGRAM

C.1 Purpose of the Program

USAID entered into numerous gmina agreements with partner gminas to provide assistance through LGPP. At the end of 1999 there remains assistance that has yet to be

delivered in accordance with those agreements. It is the responsibility of LGPP to complete the work promised in the gmina agreements with the partner gminas.

C.2 Components of the Program

The assistance agreed to, depending on the needs and requests of each gmina, is in the areas of financial management, municipal services, infrastructure finance, housing, public participation, strategic management, and economic development.

C.3 Mechanics of the Program

The Director of Program Coordination directs the completion of the assistance agreed to in the areas of financial management, municipal services, infrastructure finance, and housing.

The Director of Program Development directs the completion of the assistance agreed to in the areas of strategic management and economic development.

C.4 Inputs to the Program

Total Level of Effort			741 Days Total
a. Regional Coordination Staff	1. Regional Offices	200 Days	210 Days Total
	2. Public Participation	10 Days	
b. Program Coordination Staff	1.Task-Based Budgeting	28 Days	193 Days Total
	2. Capital Investment Planning	45 Days	
	3. Municipal Services	20 Days	
	4. Infrastructure Finance	30 Days	
	5. Housing Strategy	70 Days	
c. Program Development Staff	1. Economic Development	258 Days	278 Days Total
	2. Strategic Management	20 Days	
d. Deputy Chief of Party	1. Land Management	60 Days	60 Days Total

C.5 Outputs of the Program

The commitments made upon the signings of gmina agreements will be met with the completion of this Program, including:

- | | | |
|----|-----------------------------|-------------|
| 1. | Public Participation | 2 projects |
| 2. | Task Based Budgeting | 7 projects |
| 3. | Capital Investment Planning | 4 projects |
| 4. | Municipal Services | 6 projects |
| 5. | Infrastructure Finance | 2 projects |
| 6. | Economic Development | 12 projects |
| 7. | Strategic Management | 2 projects |
| 8. | Land Management | 2 projects |

C.6 Measures and Targets of the Program

Measure:

Gmina's understanding of the importance of, and their capacity to institutionalize, citizen, NGO, and business community participation in key gmina decisions is evidenced by the establishment and utilization of methods of involving citizens not established and utilized prior to LGPP.

Target 2b:

The capacity of 33 partner gminas and not less than 100 non-partner gminas to institutionalize the participation of citizens, NGOs, and private businesses in key decisions is enhanced.

Measure:

Gmina's capacity to institutionalize community participation in key gmina decisions is evidenced by independent accounts of citizens, NGOs and/or business community participants, and/or media reports, that citizen participation has affected decisions as part of specific gmina planning processes.

Target 3b:

The capacity of 33 partner gminas and not less than 50 non-partner gminas to institutionalize community participation is enhanced.

Measure:

Gmina capacity to improve service delivery is evidenced by the adoption of planning processes in one or more of the key local government sectors.

Target 4b:

The capacity of 33 partner gminas and 140 non-partner gminas to improve service delivery is enhanced.

Measure:

Gminas' improved service delivery capacity is evidenced by lowered cost of services, improved level of services, or expanded services and investments as a part of an approved planning process.

Target 5b:

The capacity of 24 gminas to improve service delivery is enhanced.

Measure:

Gminas' improved capacity to access private sector investment and/or service delivery is evidenced by completion of a financial analysis of the gmina.

Target 6b:

The capacity of 40 gminas to access private sector investment and/or service delivery is enhanced.

Measure:

Gminas' improved capacity to access private sector investment and/or services is evidenced by increased quality of services, reduced cost of services, and/or extension of needed services to more citizens.

Target 7b:

The capacity of 18 gminas to access private investment and/or service delivery is enhanced.

Measure:

Gminas' improved capacity to increase cost recovery is evidenced by municipal enterprises' adoption of the standards approved by the Water Standards Board.

Target 8a:

The capacity of 3 municipal enterprises to increase cost recovery is enhanced.

Measure:

Gminas' capacity to increase cost recovery is evidenced by adoption of transparent housing rate policy to the level of 2% of replacement cost and by adoption of plans to raise rents to the level of 3% of replacement cost by the year 2004.

Target 8b:

The capacity of 6 gminas to increase cost recovery is enhanced.

D. ADVANCED ASSISTANCE PROGRAM FOR INDIVIDUAL GMINAS

D.1 Purpose of the Program

The Program extends the work done in partner gminas during the first half of LGPP to other individual gminas. Especially in the areas of housing and economic development, but also in selected gminas with potential municipal services and infrastructure project preparation concerns, the Program seeks to provide assistance to projects which may be replicable and/or to provide application examples that may be disseminated to other gminas throughout Poland.

D.2 Components of the Program

LGPP staff and consultants assist gminas with municipal services restructuring, infrastructure project preparation, economic development, or housing projects to increase citizen participation, involve citizens in decision-making, especially planning of local government services, and to improve the access to financial resources or to improve service delivery by local governments.

D.3 Mechanics of the Program

The Director of Program Coordination directs the coordination of assistance in the areas of financial management and housing. The Director of Program Development directs the coordination of assistance in the area of economic development.

Housing strategies will be developed. Economic development strategic planning will be undertaken, especially in the introduction of economic development implementation tools including tourism development. Municipal services restructuring work will be accomplished. Infrastructure projects will be prepared.

In some cases, LGPP financial management staff, LGPP training staff, and/or LGPP information dissemination staff will be called upon to provide expertise in the design and/or development in work in one or more of the above areas.

D.4 Inputs to the Program

Total Level of Effort			1203 Days Total
a. Regional Coordination Staff	1. Regional Offices	190 Days	308 Days Total
	2. Regional Offices services to Housing	85 Days	
	3. Training services to Housing	33 Days	
b. Program Coordination Staff	1. Financial services to Housing	50 Days	567 Days Total
	TBB	25 Days	
	CIP	25 Days	
	2. Municipal Services Restructuring	48 Days	
	3. Infrastructure Project Preparation	30 Days	
	4. Financial Management Study Tour	45 Days	
	5. Housing	394 Days	
	Strategy	145 Days	
	CHM	198 Days	
	Rent	51 Days	

c. Program Development Staff	1. Economic Development		295 Days	295 Days Total
	EDS 2000 Phase II	250 Days		
	EDS 2000 Study Tour	45 Days		
d. Information Dissemination Staff	1. Information Dissemination		33 Days	33 Days Total

D.5 Outputs of the Program

Staff will complete:

1. 8 projects in municipal services restructuring
2. 5 projects in infrastructure project preparation
3. 15 projects in housing strategy development
4. 3 projects in communal housing management privatization
5. 2 projects in rent optimization education
6. 3 projects in economic development strategic plan implementation
7. 1 economic development strategic planning study tour
8. 1 financial management study tour

D.6 Measures and Targets of the Program

Measure:

Gminas' understanding of the importance of, and their capacity to institutionalize, citizen, NGO, and business community participation in key gmina decisions is evidenced by the establishment and utilization of methods of involving citizens not established and utilized prior to LGPP

Target 2b:

The capacity of 33 partner gminas and not less than 100 non-partner gminas to institutionalize the participation of citizens, NGOs, and private business in key decisions is enhanced.

Measure:

Gminas' capacity to institutionalize community participation in key gmina decisions is evidenced by independent accounts of citizens, NGOs and/or business community participants, and/or media reports, that citizen participation has affected decisions as part of specific gmina planning processes.

Target 3b:

The capacity of 33 partner gminas and not less than 50 non-partner gminas to institutionalize community participation is enhanced.

Measure:

Gminas' capacity to improve service delivery is evidenced by the adoption of planning processes in one or more of the key local government sectors.

Target 4b:

The capacity of 33 partner gminas and 140 non-partner gminas to improve service delivery is enhanced.

Measure:

Gminas' improved service delivery capacity is evidenced by lowered cost of services, improved level of services, or expanded services and investments as a part of an approved planning process.

Target 5b:

The capacity of 24 gminas to improve service delivery is enhanced.

Measure:

Gminas' improved capacity to access private sector investment and/or service delivery is evidenced by completion of a gmina financial analysis.

Target 6b:

The capacity of 40 gminas to access private investment and/or service delivery is enhanced.

Measure:

Gminas' improved capacity to access private sector investment and/or services is evidenced by increased quality of services, reduced cost of services, and/or extension of needed services to more citizens.

Target 7b:

The capacity of 18 gminas to access private investment and/or service delivery is enhanced.

Measure:

Gminas' improved capacity to increase cost recovery is evidence by municipal enterprises' adoption of standards approved by the Water Standards Board.

Target 8a:

The capacity of 3 municipal enterprises to increase cost recovery is enhanced.

Measure:

Gminas' capacity to increase cost recovery is evidenced by adoption of a transparent housing policy to the level of 2% of replacement cost and by adoption of plans to raise rents to the level of 3% by the year 2004.

Target 8b:

The capacity of 6 gminas to increase cost recovery is enhanced.

E. ADVANCED ASSISTANCE PROGRAM FOR ASSOCIATED GMINAS

E.1 Purpose of the Program

Some of LGPP 2000 assistance plans look very much like those of 1999 (individual projects completed by consultants in individual gminas). However, to spread the effects of the LGPP assistance to partner gminas to the maximum degree possible, within the limits of time and staff, will increasingly require a multi-disciplinary, multi-gmina approach to the assistance delivery process.

The Advanced Assistance Program seeks to partner with gminas that may be able to benefit from the experience and knowledge of LGPP staff or contracted consultants with more limited levels of effort than may have been true with many of the agreements of the original partner gminas.

In addition, the Advanced Assistance program, like the Introductory Assistance Program, will seek to encourage the intergovernmental cooperation of neighboring gminas, especially in the areas of strategy development and economic development.

E.2 Components of the Program

As with the Introductory Assistance Program, to meet the high expectations of the success indicators for 2000, LGPP's implementation strategy must first seek to identify new partners with the following characteristics:

1. In close geographical proximity to one another
2. With common concerns and problems
3. With a willingness to accept assistance and training on a multi-gmina basis.

Upon such identification, LGPP's Director of Program Development and staff, with the help of LGPP Program Coordination staff, will develop an assistance and training program based upon the needs of the gminas.

E.3 Mechanics of the Program

In cases of gminas involved in the Introductory Assistance Program, program development may simply mean drafting scopes of work drawn directly from the action plans developed in the introductory program.

In other cases, program development may require linking gminas that have made separate, but similar, requests for advanced assistance.

The assistance delivery scheme will depend upon the assistance requested and/or offered, but assistance may be offered from any of the subject areas of LGPP, either individually or in combination, including the presentation of regional workshops on relevant topics such as tourism development.

E.4 Inputs to the Program

Total Level of Effort			891 Days Total
a. Regional Coordination Staff	1. Regional Offices	246 Days	281 Days Total
	2. Public Participation	35 Days	
b. Program Coordination Staff	1. Housing - CHM Privatization	60 Days	60 Days Total
c. Program Development Staff	1. Economic Development	550 Days	550 Days Total

E.5 Outputs of the Program

Staff, or consultants under the cost-sharing program, will complete the functional equivalent of the following number of projects in the following number of areas. Some of the projects, because of their multi-disciplinary nature will not break down as neatly as the list shown below. Staff time associated with the financial management projects below is shown under the LGPP 2000 Cost-Sharing Program under Section 1.

1. 6 task based budgeting projects involving 4 gminas per project.
2. 6 capital investment planning projects involving 4 gminas per project.
3. 3 municipal services restructuring projects involving 5 gminas per project.
4. 4 infrastructure project preparation projects involving 3 gminas per project.
5. 15 economic development strategic planning projects involving 3 gminas per project.
6. 4 economic development seminars involving 200 gminas.
7. 3 housing strategy and privatization projects involving 1 gmina per project.

E.6 Measures and Targets of the Program

Measure:

Gminas' understanding of the importance of, and their capacity to institutionalize, citizen, NGO, and business community participation in key gmina decisions is evidenced by the establishment and utilization of methods of involving citizens not established and utilized prior to LGPP.

Target 2b:

The capacity of 33 partner gminas and not less than 100 non-partner gminas to institutionalize the participation of citizens, NGOs, and private businesses in key decisions is enhanced.

Measure:

Gminas' capacity to institutionalize community participation in key gmina decisions is evidenced by independent accounts of citizens, NGOs and/or business community participants, and/or media reports, that citizen participation has affected decisions as part of specific gmina planning processes.

Target 3b:

The capacity of 33 partner gminas and not less than 50 non-partner gminas to institutionalize community participation is enhanced.

Measure:

Gminas' capacity to improve service delivery is evidenced by the adoption of planning processes in one or more of the key local government sectors.

Target 4b:

The capacity of 33 partner gminas and 140 non-partner gminas to improve service delivery is enhanced.

Measure:

Gminas' improved service delivery capacity is evidenced by lowered cost of services, improved level of services, or expanded services and investments as a part of an approved planning process.

Target 5b:

The capacity of 24 gminas to improve service delivery is enhanced.

Measure:

Gminas' improved capacity to access private sector investment and/or service delivery is evidenced by completion of a gmina financial analysis.

Target 6b:

The capacity of 40 gminas to access private sector investment and/or service delivery is enhanced.

Measure:

Gminas' Improved capacity to access private sector investment and/or services is evidenced by increased quality of services, reduced cost of services, and/or extension of needed services to more citizens.

Target 7b:

The capacity of 18 gminas to access private investment and/or service delivery is enhanced.

Measure:

Gminas' improved capacity to increase cost recovery is evidenced by municipal enterprises' adoption of the standards approved by the Water Standards Board.

Target 8a:

The capacity of 3 municipal enterprises' to increase cost recovery is enhanced.

Measure:

Gminas' capacity to increase cost recovery is evidenced by adoption of a transparent housing policy to the level of 2% of replacement cost and by adoption of plans to raise rents to the level of 3% by the year 2004.

Target 8b:

The capacity of 6 gminas to increase cost recovery is enhanced.

F. INTERGOVERNMENTAL COOPERATION PROGRAM

F.1 Purpose of the Program

Recent changes in the roles and responsibilities of various levels of government have increased the importance of the always-important matter of intergovernmental cooperation. LGPP seeks to pilot a model program of relationship-building between and among the governments of at least one voivodship in Poland. The Program is built around the need of the voivodship to develop a regional strategy that is compatible with, and complementary to, the existing or planned strategies within powiats and gminas of the voivodship.

F.2 Components of the Program

The areas of economic development and strategic management form the core of assistance offered. Other areas may become involved depending on the particular needs and expressions of concern from the voivodship, powiats, and gminas assisted.

F.3 Mechanics of the Program

The Director of Program Development directs the coordination of assistance provided in the Program.

After initial assessments of proposed voivodships, a scope of work is drafted. The scope of work proposes specific actions to assist the voivodship in the development of a regional strategy that complements and enhances the prior or contemporaneous work done in the powiats and gminas on the same subjects.

LGPP staff and consultants will facilitate, as requested and as necessary to implement the scope of work, to build, maintain, and develop sustainable, cooperative, working relationships between the governments. These results may be accomplished through

workshops or other similar activities, through the development of an intergovernmental cooperation council, and/or through regular visitations made by the representatives of one or more governments to events or meetings of others.

F.4 Inputs to the Program

<u>Total Level of Effort</u>			<u>200 Days Total</u>
a. Regional Coordination Staff	1. Regional Offices	50 Days	100 Days Total
	2. Training	25 Days	
	3. Public Participation	25 Days	
b. Program Development Staff	1. Director of Program Development	25 Days	100 Days Total
	2. Economic Development	50 Days	
	3. Strategic Management	25 Days	

F.5 Outputs of the Program

Staff will assist the voivodship in the development of its regional strategy in collaboration with up to 20 powiats and gminas within the voivodship.

F.6 Measures and Targets of the Program

Measure:

Gminas' understanding of the importance of, and their capacity to institutionalize, citizen, NGO, and business community participation in key gmina decisions is evidenced by the establishment and utilization of methods of involving citizens not established and utilized prior to LGPP.

Target 2b:

The capacity of 33 partner gminas and not less than 100 non-partner gminas to institutionalize the participation of citizens, NGOs and private businesses in key decisions is enhanced.

Measure:

Gminas' capacity to institutionalize community participation in key gmina decisions is evidenced by independent accounts of citizens, NGOs and/or business community participants, and/or media reports, that citizen participation has affected decisions as part of specific gmina planning processes.

Target 3b:

The capacity of 33 partner gminas and not less than 50 non-partner gminas to institutionalize community participation is enhanced.

Measure:

Gmina capacity to improve service delivery is evidenced by the adoption of planning processes in one or more of the key local government sectors.

Target 4b:

The capacity of 33 partner gminas and 140 non-partner gminas to improve service delivery is enhanced.

G. ASSISTANCE HOT-LINE FOR LOCAL GOVERNMENTS

G.1 Purpose of the Program

LGPP recognizes that as assistance is spread wider to more and more gminas, the assistance naturally becomes less in-depth. To help counter some of the potential negative effects of being less readily available to our new partners than we were to the original partners, LGPP will establish a means by which new partners can receive some limited assistance between visits of the consultant and/or LGPP staff.

This will be very important, especially in multi-disciplinary and/or multi-gmina situations, where the gminas have been assigned “homework” to be completed prior to the next visit of the consultant and/or LGPP staff.

G.2 Components of the Program

Gminas that are cost-sharing with LGPP and consultants, who are to be paid on the basis of a cost-sharing agreement, are advised that LGPP has made a limited amount of time of staff to be available to answer questions, provide direction, and otherwise intercede as necessary to advance the accomplishment of the contract’s objectives.

G.3 Mechanics of the Program

Gminas and certified consultants will be able to access LGPP staff expertise by use of the telephone, fax, and/or e-mail. In some limited cases in which the investment of a small amount of staff time may be able to significantly advance the efforts of either gmina, consultant, or both, staff may meet with either gmina, consultant, or both to assist on an “emergency” basis.

G.4 Inputs to the Program

<u>Total Level of Effort</u>			<u>70 Days Total</u>
a. Program Coordination Staff	1. Task-Based Budgeting	20 Days	70 Days Total
	2. Capital Investment Planning	20 Days	
	3. Municipal Services	15 Days	
	4. Infrastructure Finance	15 Days	

G.5 Outputs of the Program

It is expected that the ability to access LGPP staff assistance will increase the effectiveness of LGPP certified consultants and increase the satisfaction of gminas utilizing

the services of the consultants. A smoother functioning of the gmina-consultant relationship in the development of the market is anticipated as a result.

G.6 Measures and Targets of the Program

None.

H. LEADERSHIP 2000 MANAGEMENT TRAINING FOR LOCAL GOVERNMENT OFFICIALS AND EMPLOYEES

H.1 Purpose of the Program

The increasing responsibilities of local government managers require a higher level of awareness of the opportunities available to, and the challenges facing, local government officials and employees. In turn, officials and employees need training on their new roles and relationships to effectively take advantage of the new opportunities and to meet the challenges.

H.2 Components of the Program

As recognition grows that the managerial, operational, and technical aspects of local government must be integrated, LGPP training is becoming increasingly multi-disciplinary.

The LGPP Leadership 2000 Management Training Program demonstrates to local government public administrators how to increase the likelihood that technical training of gmina staff in areas such as budgeting, planning, and analysis is effectively utilized for results.

The Program is directed to administrators who would benefit from training on how to actually implement projects, access assistance, and reduce costs and/or improve services by contracting out management of public services.

The Program also focuses training on the less tangible components of management, such as leadership, organizational development, and council-manager relationships. The program seeks to integrate effective use of these interpersonal skills with the technical skills of staff to increase effective performance.

H.3 Mechanics of the Program

The Director of Program Development directs the coordination of assistance provided in the Program.

Workshops are conducted, and limited technical assistance is provided, on the following subjects:

1. Project Management and Implementation
2. Contracting Out Public Service Delivery to Private Sector Management
3. Rural Strategy Development and Access to Assistance
4. Local Government Manager Roles and Responsibilities

5. Local Government Councilor Roles and Responsibilities

H.4 Inputs to the Program

Total Level of Effort			697 Days Total
a. Program Coordination Staff	1. Project Management	123 Days	365 Days Total
	2. Contracting Out	119 Days	
	3. Public-Private Partnership	123 Days	
b. Regional Coordination Staff	1. Public Participation	36 Days	76 Days Total
	2. Training	40 Days	
c. Program Development Staff	1. Strategic Management	256 Days	256 Days Total

H.5 Outputs of the Program

It is expected that:

1. A series of 3 workshops on project management will be conducted with 8 groups of 3-4 gminas each.
2. A series of 3 workshops on contracting out delivery of public services to the private sector will be conducted with 8 groups of 3-4 gminas each.
3. 4 workshops on local government manager roles and responsibilities will be conducted for a total of 100 managers
4. 4 workshops on local government councilors roles and responsibilities will be conducted for a total of 100 councilors
5. 4 workshops on rural strategy development and access to assistance will be conducted for a total of 200 gmina officials.

H.6 Measures and Targets of the Program

Measure:

Gmina capacity to improve service delivery will be evidenced by the adoption of planning processes in one or more of the following areas: strategic management, housing, capital investment, task based budgeting, enterprise accounting, infrastructure planning, municipal services management, or economic development.

Target 4b:

The capacity of 33 partner gminas and 140 non-partner gminas to improve service delivery has been enhanced.

Measure:

Improved service delivery capacity of gminas will be evidenced by delivery of present level of service at lower cost, improved level of service at the same cost, or expand

services, and economic development investments through allocation of local resources based on one or more elements of an approved strategic management process.

The capacity of 24 gminas to improve service delivery has been enhanced.

Measure:

Improved capacity to access private investment and/or service delivery will be evidenced by completion of financial analysis to access private investment and/or improve service delivery.

Target 6b:

The capacity of 40 gminas to complete a financial analysis to access private investment and/or service delivery.

Measure:

Improved capacity to access private sector investment and/or services will be evidenced by increased quality of municipal services without increased cost, reduced per unit cost of services already being delivered at an acceptable level of quality, and/or extension of needed services of acceptable quality to more citizens.

Target 7b:

The capacity of 18 gminas to access investment and/or service delivery has been enhanced.

SECTION III

LGPP CITIZEN 2000 COMMUNITY DEVELOPMENT PROGRAM

SECTION III

CITIZEN 2000 COMMUNITY DEVELOPMENT PROGRAM

A. PROGRAM OVERVIEW

A.1 Content of the Program

1. The LGPP 2000 Grants Program
2. The LGPP 2000 “Know Your Gmina” Community Awareness Development Program
3. The LGPP 2000 Gmina-Citizen Relations Program
4. The LGPP 2000 Community Organizer Program
5. The LGPP 2000 Media and Community Awareness Program

A.2 Administration of the Program

The Deputy Chief of Party is responsible for the coordination of the design and development of the LGPP 2000 Grants Program.

The Director of Regional Coordination is responsible for the coordination of the design and development of the LGPP 2000 “Know Your Gmina” Community Awareness and the LGPP 2000 Community Organizer Programs.

The Director of Public Relations is responsible for the coordination of the LGPP 2000 Media and Community Awareness Program.

A.3 Summary of Program and Timetable

<u>Program</u>	<u>Workload</u>	<u>Outcomes</u>	<u>Timetable</u>
Grants	810 Days	60 Grantees	1/00 – 3/01
Community Awareness	80 Days	12 Gminas	1/00 – 1/01
Gmina-Citizen Relations	110 Days	12 Gminas	1/00 – 1/01
Community Organizer	80 Days	12 Gminas	1/00 – 1/01
Media and Community	230 Days	50 Gminas	1/00 – 1/01
TOTAL	1310 Days	86 Gminas/ 60 Grantees	

B. 2000 GRANTS PROGRAM

B.1 Purpose of the Program

Funds made available under this Program are used to support the work of organizations that assist local governments in strategic management, financial management and

budgeting, economic development, infrastructure finance, municipal services, housing development, public participation and greenhouse gas reduction. The organizations supported are non-governmental organizations, local government associations, professional organizations, universities, training institutions, and consulting firms.

The Program builds on its 1999 work in which \$1.46 million were awarded during four rounds: two national rounds, a regional round, and a global climate change round.

B.2 Components of the Program

One more “short round”, where the duration of the grants will not exceed 3 months, may be implemented in mid-year 2000 to emphasize lessons-learned. This will depend on the amount of grant funds remaining unspent from current obligations. The primary objective of the Grants Program 2000 work plan will be closely monitor the implementation of the existing grants and capture the results of grantees participating in the program for wider dissemination of lessons-learned and best practices. This work will be conducted primarily by the grants management team with assistance from technical and regional staff, as appropriate.

In some cases when lessons-learned/best practices are significant or when coordination of multiple grantees is necessary to ensure a consistent product, workshops and seminars may be organized. Other forums for lessons-learned/best practices presentations will be LGPP seminars, conferences and workshops.

B.3 Mechanics of the Program

The grants management team relies primarily on individual contact with grantees to ensure that individual grantees are on track with their implementation schedule and that the grant implementation is consistent with their initial proposal. Workshops and seminars are used to disseminate lessons-learned/best practices and for coordination purposes, as needed.

B.4 Inputs to the Program

Total Level of Effort			810 Days Total
a. Deputy Chief of Party Staff	1. Grants Management	735 Days	735 Days Total
b. Regional Coordination Staff	1. Regional Offices	30 Days	30 Days Total
c. Program Coordination Staff	1. Program Coordination	45 Days	45 Days Total

B.5 Outputs of the Program

Administration of grantee implementation and capture of lessons-learned/best practices and targets of approximately 60 grantees during the life of the LGPP project.

B.6 Measures and Targets of the Program

The program will impact each LGPP measure or target to some degree during the 15-month work plan period.

C. 'KNOW YOUR GMINA' COMMUNITY AWARENESS DEVELOPMENT PROGRAM

C.1 Purpose of the Program

Non-governmental organizations and individual citizens are often perceived not to be prepared to play a role in gmina decision-making. In many cases the perception is reality because the knowledge of the gmina's activities is generally very limited. When a citizen or an NGO becomes active, it is often the result of some present controversy. Therefore, the contact between the gmina and the citizen or organization is adversarial from the beginning. The Program seeks to create a mutually supportive relationship between the citizen, citizen organizations, and gmina officials based on knowledge and understanding.

C.2 Components of the Program

A curriculum is developed and workshops for citizens are conducted. Instruction comes from both other citizens and gmina officials. The focus is on a review of the history of the gmina, an explanation of the operation of the local government, an assessment of the present strengths and weaknesses of the gmina, including its needs, and its opportunities for the future.

A major focus is to encourage the positive involvement of the course participants in the work of the gmina and its local government.

C.3 Mechanics of the Program

Gminas will be selected in which there already exists a generally positive, although unstructured relationships between the local government and its citizens or citizen organizations, or in which there is an expressed desire to create a mechanism to help improve understanding.

C.4 Inputs to the Program

	Total Level of Effort		80 Days Total
a. Regional Coordination Staff	1. Regional Offices	60 Days	80 Days Total
	2. Public Participation	20 Days	

C.5 Outputs of the Program

A "Know Your Gmina" Community Awareness Program is developed in at least 4 gminas.

C.6 Measures and Targets of the Program

Measure:

Gminas' understanding of the importance of, and their capacity to institutionalize, citizen, NGO, and business community participation in key gmina decisions is evidenced by the establishment and utilization of methods of involving citizens not established and utilized prior to LGPP.

Target 2b:

The capacity of 33 partner gminas and not less than 100 non-partner gminas to institutionalize the participation of citizens, NGOs, and private businesses in key decisions is enhanced..

D. GMINA-CITIZEN RELATIONS PROGRAM

D.1 Purpose of the Program

In theory, participation by citizens in the decision-making of local government is easy to describe and relatively easy for gminas to acknowledge as needed, to accept, and to effectively utilize.

In practice, it is another matter. This is because often participation by citizens is ignited by some action taken or proposed by the local government. Often as well the participation occurs very late in the decision-making process, usually after many critical decisions have already been made by gmina officials. Finally, officials often view such citizen involvement as interference and destructive of progress rather than as positive and constructive assistance to the gmina.

The Program is designed to develop methodologies that are transferable to other gminas by using actual existing or potential controversies as laboratories for demonstrating that local government adherence to democratic values of transparency and citizen participation does not pose unacceptable risks to local government officials. Rather implementation of such principles in the daily work of the local government can be a formula for successful local government..

D.2 Components of the Program

The Program focuses on building trust, improving communication, managing conflict, and educating each other about the needs and concerns of the parties to the controversy or potential controversy.

D.3 Mechanics of the Program

Three gminas, in which there is a present or potential controversy, will be provided assistance in developing gmina-citizen relation strategies. Assistance will be provided in educating citizens on the problem, in communicating with, and in accepting communication from, citizens, and in harnessing the citizen activism for the benefit of other gmina projects or operations.

Following such assistance, workshops will be held to disseminate the results of such assistance.

D.4 Inputs to the Program

<u>Total Level of Effort</u>			<u>110 Days Total</u>
a. Regional Coordination Staff	1. Regional Offices	60 Days	80 Days Total
	2. Public Participation	20 Days	
b. Information Dissemination Staff	1. Information Dissemination	30 Days	30 Days Total

D.5 Outputs of the Program

Assistance in gmina-citizen relations will be provided to three gminas and at least two workshops will be held.

D.6 Measures and Targets of the Program

Measure:

Gminas' understanding of the importance of, and their capacity to institutionalize, citizen, NGO, and business community participation in key gmina decisions is evidenced by the establishment and utilization of methods of involving citizens not established and utilized prior to LGPP.

Target 2b:

The capacity of 33 partner gminas and not less than 100 non-partner gminas to institutionalize the participation of citizens, NGOs, and private businesses in key decisions is enhanced.

Measure:

Gminas' capacity to institutionalize community participation in key gmina decisions is evidenced by independent accounts of citizens, NGOs and/or business community participants, and/or media reports, that citizen participation has affected decisions as part of specific gmina planning processes.

Target 3b:

The capacity of 33 partner gminas and not less than 50 non-partner gminas to institutionalize community participation is enhanced.

E. COMMUNITY ORGANIZER PROGRAM

E.1 Purpose of the Program

There is a general lack of knowledge about the participatory process in local democracy, including a lack of understanding about possible forms of cooperation and lack of skills in the fundamentals of organization building such as fund-raising.

To help institutionalize citizen participation it is necessary to create successful working models of community organization that are effective, in that they accomplish their goals, without becoming so threatening to the political establishment as to become ineffective.

E.2 Components of the Program

Existing examples of effective community organizations are profiled in workshops.

Assistance is provided to some workshop attendees to implement the profiled models in their communities.

E.3 Mechanics of the Program

At least 2 workshops are developed, assistance in gminas is provided and a basic handbook on citizen organization is produced and disseminated.

E.4 Inputs to the Program

Total Level of Effort			80 Days Total
a. Regional Coordination Staff	1. Regional Offices	60 Days	80 Days Total
	2. Public Participation	20 Days	

E.5 Outputs of the Program

The two workshops will include approximately 15 participants each. Assistance will be provided to organizers or potential organizers in 4-5 gminas.

E.6 Measures and Targets of the Program

Measure:

Gminas' understanding of the importance of, and their capacity to institutionalize, citizen, NGO, and business community participation in key gmina decisions is evidenced by the establishment and utilization of methods of involving citizens not established and utilized prior to LGPP.

Target 2b:

The capacity of 33 partner gminas and not less than 100 non-partner gminas to institutionalize the participation of citizens, NGOs, and private businesses in key decisions is enhanced.

Measure:

Gminas' capacity to institutionalize community participation in key gmina decisions is evidenced by independent accounts of citizens, NGOs and/or business community participants, and/or media reports, that citizen participation has affected decisions as part of specific gmina planning processes.

Target 3b:

The capacity of 33 partner gminas and not less than 50 non-partner gminas to institutionalize community participation is enhanced.

F. MEDIA AND COMMUNITY AWARENESS PROGRAM

F.1 Purpose of the Program

The media is a critical component in building citizen participation in the activities of a gmina and in developing an active citizen interest in local government.

As a part of the celebration of ten years of local self-government in Poland, the Program highlights the contributions of the media to the progress so far and seeks to encourage further efforts to increase a positive role for journalism in civic affairs.

F.2 Components of the Program

A national seminar on the Media and Local Government is developed as a part of the tenth anniversary of Polish local self-government.

A series of regional forums on media-local government relations is conducted.

Cooperative relationships between LGPP and the media are developed.

F.3 Mechanics of the Program

Journalists and local government officials are invited to a national seminar at the National Library in Warsaw during the tenth anniversary celebration in May, 2000.

A study tour to the United States to produce a video documentary about citizen participation, the media, and local government to be shown on Polish television is created in association with the United States Information Agency (USIA).

Weekly appearances on Polish television by local government officials interviewed on a variety of local government issues will keep the viewing public focused on local government issues and innovations.

F.4 Inputs to the Program

<u>Total Level of Effort</u>		<u>230 Days Total</u>
a. Public Relations Staff	1. Public Relations	120 Days Total
b. Information Dis-semination Staff	1. Information Dissemination	110 Days Total

F.5 Outputs of the Program

A national seminar on the media and local government will be held.

A study tour will be conducted and a documentary video will be produced. Some 50 gminas and their work will be featured on Polish television during the tenth anniversary of Polish local self-government.

F.6 Measures and Targets of the Program

None.

SECTION IV

LGPP 2000 EDUCATIONAL DEVELOPMENT &
INFORMATION DISSEMINATION PROGRAM (2000-2001)

SECTION V

LGPP 2000 EDUCATIONAL DEVELOPMENT &
INFORMATION DISSEMINATION PROGRAM (POST-LGPP)

ANNEX A: LEVEL OF EFFORT SUMMARY MATRIX

	TASK BASED BUDGETING CAPITAL INVESTMENT PLANNING MUNICIPAL SERVICES INFRASTRUCTURE FINANCE PROJECT MANAGEMENT CONTRACTING OUT PUBLIC SERVICES TO PS PUBLIC PRIVATE PARTNERSHIPS HOUSING STRATEGY DEVELOPMENT COMMUNAL HOUSING MANAGEMENT RENT OPTIMIZATION ECONOMIC DEVELOPMENT STRATEGIC MANAGEMENT GRANTS REGIONAL OFFICES TRAINING PUBLIC PARTICIPATION CONTRACT MANAGEMENT INFO DIS/PR TL																		
Certification Program	15	19	10	25											100		20		189
Cost-Sharing	220	220	153	131										300		20		1044	
Consultant Business Training															20				20
Hot-Ling for Consultants	20	20	15	15															70
SUBTOTAL	255	259	178	171	0	0	0	0	0	0	0	0	0	300	120	0	40	0	1323
Introductory Assistance												84		366					450
1999 Partners	28	45	80	30				70			258	20		200		10			741
Advanced Assistance for Indicudual Gminas	70	25	48	30				145	198	51	295			275	33			33	1203
Advanced Assistance for Associated Gminas									60		550			246		35			891
Intergovernmental Cooperation											50	50		50	25	25			200
Hot-Line for Gminas	20	20	15	15															70
Leadership Training					123	119	123						256			40	36		697
SUBTOTAL	118	90	143	75	123	119	123	215	258	51	1153	410	0	1137	98	106	0	33	4252
Grants	10	10	10	10	5								735	30					810
Community Awareness														60		20			80
Community Organizer														60		20		30	110
Gmina-Citizen Relations														60		20			80
Media Awareness																		230	230
SUBTOTAL	10	10	10	10	5	0	0	0	0	0	0	0	0	735	210	0	60	0	1310
MOF- Privatization	10														20			20	50
MOF - Reporting	60	56	10																126
Software	80																		80
Info Tracking															15			55	70
Wspolnota															10			247	257
Newsletter															10			264	274
Web - site																		75	75
Journal Articles									30						10			124	164
Innovative Practices	40	70	40	74											30		65	386	705
Conferences	45	25	30	40	40	30			25						30			530	795
Participation in other Conferences	32	65	35	48					60		60	10			40			45	395
Gmina Public Relations and Media Outreach																		253	253
Co-Sponsorship of Local Government Events																		115	115
LGPP Story in the Media															30			200	230
SUBTOTAL	267	216	115	162	40	30	0	0	115	0	60	10	0	195	0	65	0	2314	3589

ANNEX A: LEVEL OF EFFORT SUMMARY MATRIX

	TASK BASED BUDGETING CAPITAL INVESTMENT PLANNING MUNICIPAL SERVICES INFRASTRUCTURE FINANCE PROJECT MANAGEMENT CONTRACTING OUT PUBLIC SERVICES TO PS PUBLIC PRIVATE PARTNERSHIPS HOUSING STRATEGY DEVELOPMENT COMMUNAL HOUSING MANAGEMENT RENT OPTIMIZATION ECONOMIC DEVELOPMENT STRATEGIC MANAGEMENT GRANTS REGIONAL OFFICES TRAINING PUBLIC PARTICIPATION CONTRACT MANAGEMENT INFO DIS/PR TL																			
Public Administration Curriculum																80				80
Post-Diploma Studies									6	17			60			20				103
Resource Catalogues																			90	90
Publication of Best Practices	78	90	105	72	45	45		30	45	2									110	622
Information Clearinghouse																			70	70
SUBTOTAL	78	90	105	72	45	45	0	30	51	19	0	60	0	0	100	0	0	270	965	
TOTAL	728	665	551	490	213	194	123	245	424	70	1213	480	735	1842	318	231	40	2877	11439	